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TOWARDS A FRAMEWORK OF ORGANIZATIONAL EFFECTIVENESS.(U)

DEC 77 P S GOODMAN, J M PENNINGS

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1. REPORT NUMBER 9 FINAL REPORT. 1 Apr 76 - 1 Aug 77	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) FINAL REPORT	5. TYPE OF REPORT & PERIOD COVERED 4-1-76-8-1-77	
7. AUTHOR(s) Paul S./Goodman Johannes M./Pennings	8. CONTRACT OR GRANT NUMBER(s) 15 NR0014-75-C-0973	
9. PERFORMING ORGANIZATION NAME AND ADDRESS Carnegie-Mellon University Pittsburgh, Pa. 15213	10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS NR 170-801	
11. CONTROLLING OFFICE NAME AND ADDRESS Organizational Effectiveness Research Programs, Office of Naval Research (Code 452), Arlington, Va. 22219	12. REPORT DATE 12-22-77	
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office) Towards a Framework of Organizational Effectiveness.	13. NUMBER OF PAGES X 125 p.	
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release, distribution unlimited	15. SECURITY CLASS. (of this Report) Unclassified	
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report) DDC RECEIVED DEC 22 1977 F		
18. SUPPLEMENTARY NOTES COPY AVAILABLE TO DDC DOES NOT PERMIT FULLY LEGIBLE PRODUCTION		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Organizational Effectiveness. Theory Measurement		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number)		

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FINAL REPORT

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Towards a Framework of Organizational Effectiveness

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412-578-2299

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The general goal of this research was to extend our knowledge on organizational effectiveness. The topic of organizational effectiveness is critical in theoretical and applied work on organizations. However, most of the conceptual work is not well conceived. Reviews of the empirical work show there has been little cumulative character in that research. Campbell, Bownas, Peterson, Dunnette (1974) in one of the most comprehensive reviews of the literature argue that the disarray in the empirical literature results from lack of conceptual development on organizational effectiveness. The approach in this research has been to first develop a theoretical model and then to conduct some empirical research on effectiveness.

Some of the "products" of this contract include:

1. Technical Report (2) "Towards A Framework on Organizational Effectiveness." This report reviews the results of a

conference on organizational effectiveness at Carnegie-Mellon University.

2. A paper, "A Framework of Organizational Effectiveness," presented at the American Sociological Association, (New York, 1976) examined theoretical issues in the conceptualization of effectiveness.
3. A symposium on Organizational Effectiveness, American Psychological Association (Washington 1976) which examined different theoretical views on effectiveness. Professors Campbell and Steers, in addition to the principal investigators participated in that symposium.
4. New Perspectives on Organizational Effectiveness, published (November 1977) by Jossey-Bass, Inc., presents a set of critical essays on organizational effectiveness by major contributors to organizational theory.
5. "Perspectives and Issues. An Introduction" identifies the critical issues that must be considered in doing research on organizational effectiveness. It is a chapter in #4.
6. "Toward a Workable Framework" is a new conceptual model on effectiveness which focuses particularly on the role of constituencies as definers and determinants of effectiveness. This is also in chapter #4.
7. Technical Report (3) "Coordination and Organizational Effectiveness: a canonical analysis" was an outgrowth of earlier

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research on brokerage offices and their effectiveness. This report described six coordination variables such as the frequency of different types of meeting, the amount of vertical and horizontal face-to-face communication and participating decision making. These variables were jointly related to a set of effectiveness measures. The effectiveness measures included productivity, change in productivity, which were derived from accounting data and satisfaction and feelings of employee anxiety which were obtained with survey questionnaires. The results showed that frequency of meetings and participation in decision making are strongly related to the effectiveness indices.

8. Technical Report (4) "Estimating Economic Consequences in Organizational Effectiveness Experiments." This report presents three models for assessing one dimension of organizational effectiveness. The models are delineated conceptually, empirically tested, and their advantages and disadvantages reviewed.
9. Technical Report (5) "Interlocking Directorates: An Inter-Organizational Review." The purpose of this paper is to examine how inter-organizational arrangements affect the organization's effectiveness. The literature is reviewed, a conceptual framework is developed, and researchable hypotheses are developed.
10. The empirical study attempts to test several hypotheses on vertical interdependence and interlocking directorates. Vertical

interdependence is being tapped by taking indices of a firm's capital structure such as dependence on long term external debt requirements. Effectiveness is measured both dynamically and statically to circumvent some of the problems that have been mentioned in our framework of organizational effectiveness. Interlocking directorates are specified with respect to their directness/indirectness, directionality, and intensity. The data come from four sources: 1) a data matrix of interlocking directorates of 800 companies, obtained from Michael Schwartz, SUNY, Stony Brook; 2) this matrix was supplemented with data from Dun and Bradstreet's archives; 3) financial data from CUMPUSTAT allows the construction of dynamic and static effectiveness measures as well as the construction of indices of capital structure, reflecting vertical interdependence; 4) aggregate industry level data were obtained from the bureau of the census.

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